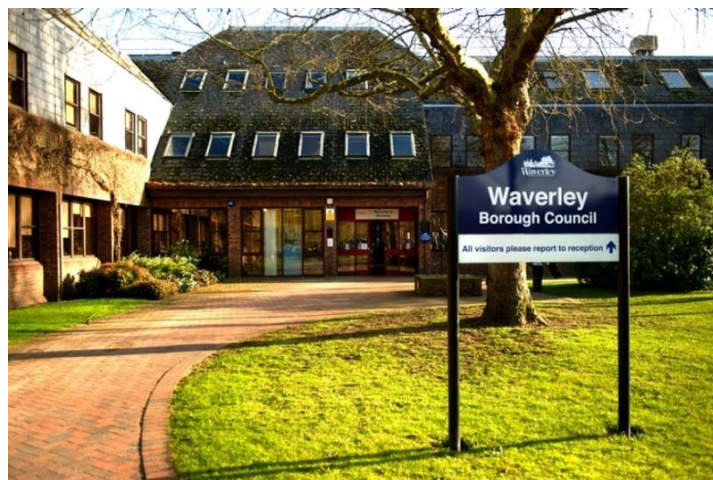




OVERVIEW AND SCRUTINY BIENNIAL REPORT 2019/20 AND 2020/21

WAVERLEY BOROUGH COUNCIL



August 2021

Contents

Note	3
Forward by Cllr Peter Martin (Chair of Value for Money & Customer Service Overview & Scrutiny and Co-ordinating Board)	3
2019/20 meeting cycle.....	3
Impact of Covid-19	4
Crosscutting issues in the 2019/20 and 2020/21 cycles	4
Working Groups	4
Budget (Value for Money: June 2019 - January 2020)	4
Green Spaces Strategy (Environment: September 2019 – June 2020)	5
Housing Design Standards (Housing: January – May 2021)	5
Procurement (Housing: March – July 2020)	6
Service Level Agreements (Community Wellbeing: November 2019 - date)	6
Community Wellbeing O&S Committee 2019/21	6
Environment O&S Committee 2019/21	8
Housing O&S Committee 2019/21	10
Value for Money & Customer Service O&S Committee 2019/21	12
Overview and Scrutiny governance	14
Officer contact	14

Note

This report will cover a two-year period, 2019/20 and 2020/21 due to the disruption to the regular committee cycle in 2020 resulting from Covid-19 which meant that an Annual Report for 2019/20 was not produced.

Forward by Cllr Peter Martin (Chair of Value for Money & Customer Service Overview & Scrutiny and Co-ordinating Board)

It is my pleasure to introduce this report on what has been a unique two years for Overview and Scrutiny at Waverley Borough Council. It covers the activities of the committees from May 2019 to April 2021. I doubt any reader will need reminding that during this time we saw Covid-19 arrive in the UK and the imposition of national lockdowns for the first time in the country's history. Delivering a programme of scrutiny meetings amidst a pandemic has posed many challenges. For example, holding meetings remotely. I would like to thank both the councillors who sit on the committees and the officers who support us for rising to the occasion.

Despite this difficult backdrop, Waverley's Overview and Scrutiny process has continued to grow in ambition and maturity. As you will be able to see from the discussion below, there have been a number of well received pieces of in-depth from Task and Finish groups. In addition, greater use of the call-in procedure has allowed for extra scrutiny of potentially contentious issues.

During this time, we also said goodbye to our Yasmine Makin, who had been supporting these committees since 2017. In January of this year Mark Mills joined us as our new Scrutiny Officer. Let me take this opportunity to welcome Mark and to thank Yasmine for her tireless work on our behalf and wish her well in her new role at Guildford Borough Council.

At the time of writing, the committees' work for the 2021/22 municipal year has already begun with a number of special meetings and call-ins and provisional programmes drawn up for the September meeting cycle. In light of this, I can say with confidence trust that Overview and Scrutiny will continue to provide a valuable service to the residents of Waverley Borough in the year ahead.

2019/20 meeting cycle

The local elections of May 2019 brought significant change to the membership of Overview and Scrutiny (O&S) as 33 new councillors joined the Council. 23 of these new members and 16 returning members formed the re-established O&S committees as of Annual Council May 2019. This significant change to the membership meant that only ten members of the new O&S committees had sat on an O&S committee in the previous council cycle.

The election also resulted in a new administration with four parties being represented on the Executive. The Conservative Group became the principal opposition and took on the chairmanship of the four O&S committees. The Council's Constitution states that the Chair and Vice Chair of an O&S committee must not be from the same party and so the Vice Chairmanships were allocated by political proportionality to those parties not in principal opposition.

2019/20 started with an introduction session held in June 2019 as part of the Council's wider induction process. The Government's O&S guidance had been published in May 2019 and so formed part of the materials used, alongside the Local Government Association (LGA) Scrutiny workbook and handbook specific to Waverley. After this introduction, the O&S committees began with Environment O&S meeting first on 17 June 2019. The first cycle of meetings focused on items designed to introduce members to the Council's services and explore the interests and priorities of

each of the committees. To this end each committee received presentations from Heads of Service outlining the services within their respective remits and the priorities and challenges for the coming year.

The committee work programme was also a major item on these first meeting agendas as members decided which topics to carry over from the previous year. There were some topics identified by the previous committees which had not yet been scrutinised and so committee members were briefed on these and used them to help decide the work programme for the next few meetings.

Impact of Covid-19

The impact of Covid-19 in March 2020 resulted in the decision on 19 March 2020 to suspend all committee meetings. One of the impacts of this was that the year ended mid-cycle with the Environment, Community Wellbeing and Value for Money and Customer Services O&S committees yet to have their fifth and final committee meeting.

Meetings of O&S resumed in June and these have been held on-line until the resumption of meetings in person commenced in May 2021. Despite the brief interruption, thirty-seven of the forty overview and scrutiny meetings scheduled for the 2019/20 and 2020/21 still went ahead. Committee members and officers adjusted rapidly to holding meetings online and the Committees were able to play a constructive role in scrutinising the Council's response to Covid-19 and its plans for recovery (see below).

Crosscutting issues in the 2019/20 and 2020/21 cycles

Since the resumption of Overview & Scrutiny meetings, there have been a number of items which each committee has considered:

- **Corporate Performance.** The Committees continued to receive quarterly updates on the Council's key performance indicators. In May/June 2021, they conducted their annual review of these indicators.
- **Recovery, Change and Transformation.** Regular reports have been received on the Council's programme for responding and adapting to the impact of Covid-19. The final round of these reports detailing the closure of this programme were received in June 2021.
- **Updates from Heads of Service.** Each regular meeting the Committee received an update from Heads of Service whose responsibilities overlapped with the Committee's remit, enabling councillors to better understand the operational context for policy-making.
- **Revised Waverley Corporate Strategy 2020-2025.** Each committee considered the sections of the report relevant to its remit in September and November 2020. The committees made a number of recommendations such as the inclusion of specific targets on carbon reduction.
- **Service Plans.** In the March 2021 meeting cycle, each Committee reviewed the Service Plans relevant to their remit.

Working Groups

Budget (Value for Money: June 2019 - January 2020)

Chair: Cllr Stephen Mulliner

The Budget Strategy Working Group (BSWG) was set up by the Value for Money and Customer Service O&S Committee but with membership drawn from all four O&S committees. Following the

2019 election, the Working Group was re-established with all, but one, new members. Given the over-arching scope of the Group, membership was again drawn from all four O&S committees.

The Group undertook, with the agreement of the Executive, an exercise in participatory budgeting. MEL Research carried out 600 face-to-face interviews with residents using a standard questionnaire to determine their priorities in relation to a range of options open to the Council to increase its income and reduce its costs. The face-to-face interviews averaged 10 minutes in length. The same questionnaire was made available online and was completed by 750 individuals. This exercise showed that: 1) the awareness of the financial pressures faced by Councils nationally varied by socio-demographic group, 2) that residents showed a preference towards maintaining environmental services, 3) residents preferred to see the Council raise money through investments rather than increasing council tax or fees and charges, and 4) a tendency to suggest that the Council should look internally for further savings.

The Working Group on the 2020/21 Budget made the following recommendations which were incorporated into the Medium-Term Financial Plan (MTFP):

1. Providing the Surrey County Council application to the Secretary of State in relation to the expansion of Godalming Leisure Centre car park is not, on enquiry, expected to encounter difficulties in securing approval, that the design work preparatory to a planning application should be commissioned without delay, subject to Leisure Programme Board approval.
2. The MTFP be modelled in at least the level of detail contained in the BSWG spreadsheet with updated estimates for new cost and income items accompanied by prudent timing estimates.
3. Transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.
4. The MTFP should be extended to 2023/24 to reflect the fact that it is the first year in which retained Business Rates are forecast to make no contribution.

Green Spaces Strategy (Environment: September 2019 – June 2020)

Chair: Cllr Brian Edmonds

A Green Spaces Strategy is a document that guides and directs the delivery and management of the Council's green spaces. The Group met approximately once a month between November 2019 and March 2020 supported by the Policy Officer for Scrutiny, the Green Spaces Projects and Promotions Officer and a Democratic Services Officer. The Group also studied examples of Green Spaces Strategies of other local authorities and considered the different elements of the strategies. Given the inherent links between Planning and the provision of green spaces, the Group also invited Planning Policy Officers to one of its meetings. The Group made 17 recommendations on the structure and content of the Strategy and 6 recommendations on matters not directly related to the Strategy but on linked issues. The Executive accepted these recommendations in full.

Housing Design Standards (Housing: January – May 2021)

Chair: Cllr David Else

This group considered the standards that new council properties should be built to. It considered written evidence and heard from witnesses from the Council, a developer and an energy assessor. The review had a strong focus on means of improving energy efficiency and reducing operational CO₂ emissions. It produced recommendations which were accepted with minor modifications by the main committee in June 2021. These included retaining the space standards suggested by the 2018,

whilst adopting a SAP rating of 100 in preference to Passivhaus as the Council's default zero-carbon standard. They are due to be presented to the Executive in September 2021.

Procurement (Housing: March – July 2020)

Chair: Cllr Peter Marriott

This Group reviewed the requirements and approach to be taken in the specification and procurement of a new Housing Maintenance contract. A representative from Faithorn Farrell Timms (FFT), the specialist consultant procured to support the Council in the procurement of the contract, attended both meetings of the Group and provided expert advice on procurement, specification and the social housing maintenance market. At its first meeting the Group learnt about the previous procurement process. Guided by a presentation from officers, at its second meeting the Group considered a range of possibilities relating to the delivery model (including a shared service delivery model), the procurement and the specification of the contract.

It made the following recommendations:

1. Quality/Price split of 60/40 in the marking process for tenders.
2. Customer Satisfaction to be measured throughout contract.
3. Site visits to be considered to gain a perspective of previous work completed. (amendment to remove carried out and add considered)
4. Average Price Approach to evaluate quotes
5. Incentives and Penalties not to be included in the contract
6. Operatives to be tasked to raise safeguarding concerns when appropriate
7. Council to take initial call from tenant and job passed through to contractor (this could be reviewed once trust has been built)
8. Customer satisfaction to be obtained through 3rd party to avoid bias.
9. Alternative delivery option to be laid out in contract. (in case we need to change our operating model)

Service Level Agreements (Community Wellbeing: November 2019 - date)

Chair: Cllr Jenny Else

The Working Group on Service Level Agreements for the voluntary and community sector resumed its deliberations in January 2021 after a break in meetings due to Covid-19. In March 2021, a revised scoping document was approved to reflect changing circumstances, notably the setting up of an Executive Working Group to consider the issue of future funding pressures in this area. The Working Group produced an interim report designed to provide principles which could inform the Executive Working Group's more detailed deliberations. These were accepted by Community Wellbeing O&S and Executive in June 2021. The SLA Working Group will reconvene to scrutinise the Executive Working Group's recommendations in August 2021.

Community Wellbeing O&S Committee 2019/21

Chair: Cllr Kevin Deanus

Vice Chair: Cllr Kika Mirylees

The Committee has considered the future of Farnham Museum and Wilmer House on several occasions. As a result of this in-depth examination, the Committee made a recommendation to the Property Investment Advisory Board to commission a report on the condition of Wilmer House and an options appraisal for the Museum's collection. This recommendation was accepted and at the time of writing procurement exercises for these two pieces of work are ongoing.

In September 2019, the Committee scrutinised the Ageing Well and Health and Wellbeing action plans. These documents set out an overarching framework for different service areas but especially the communities and leisure teams to promote the welfare of Waverley residents. The Committee broadly welcomed both documents. However, the Committee suggested making the Health and Wellbeing plan clearer by consolidating the actions. Cllrs Jenny Else, George Wilson, Val Henry and Steve Cosser agreed to attend the stakeholder workshop on the Ageing Well action plan on behalf of the Committee.

The Committee discussed a report on mental health in Waverley in March 2021. This report led them to recommend a Suicide Prevention Action Plan for the borough and that the Council should do more to sign-post residents towards resources to improve mental health. These recommendations were accepted by the Executive in June 2021.

In January 2020, the Committee considered a report on youth provision within the borough. As a result, the Committee members agreed to share best practice within their communities. This work stream was subsequently developed by Farnham Town Council's Younger People Task Group.

Other items considered by the Committee not discussed elsewhere in this report included:

Item	Date	Details
Update on the Changes to Health Arrangements	Sep 19	The Committee was briefed on the organisation of the Surrey Heartlands Integrated Care Partnerships which brings together NHS, local authority and voluntary organisations working on health and social care. The Committee welcomed the emphasis on prevention and requested ongoing updates on the Partnership's progress.
Leisure Investment Programme	Sep 19, Jun 20, Sep 20	The Committee kept a watching brief on proposed capital investments in the Borough's leisure centres especially Farnham, Godalming and Cranleigh.
Safer Waverley Partnership	Annual	The Safer Waverley Partnership (SWP) is a statutory partnership of organisations who work together to create strategies and practical interventions to reduce crime, disorder and anti-social behaviour in Waverley. While reviewing the 2019 Partnership Plan, the Committee warned against relying solely on social media to communicate with the public. In 2020, the Committee requested more 'SMART' targets, more explicit discussion of rural crime and that engagement with young people should be conducted by the partnership as a whole.
Cultural Strategy Action Plan Update	Nov 19, Jan 20,	The Committee noted the outputs delivered in the existing Cultural Strategy Action Plan and agreed to the initiation of a consultation process to refresh the Action Plan for the following three years. In response, to comments from the Committee, the Plan was adjusted to provide a wider geographic spread of events.

Museum of Farnham Working Group Update - The Future of The Museum	Jun 20	In response to the findings of an Executive Working Group, the Committee recommended that: a) repairs to Wilmer House be carried out b) the future of Farnham Museum be considered at a future date. c) some of the capital budget which had been set aside in 2017/18 for the museum repairs be used to contract a specialist bid writer to produce funding applications for the conservation works. d) O&S did not need to decide on the future of the building and/or museum as this is a tactical decision for Council.
Leisure Centre Investment, Farnham -Call-In	Nov 20 (special meeting)	The call-in resolved not to refer the decision back to the Executive but asked for its concerns about the closure of particular facilities to be reported back to the Executive.
Anti-social Behaviour Public Space Protection Order	Mar 21	The Committee endorsed the proposal for a new Public Space Protection Order in Godalming but asked the Executive to note their concerns about the order potentially displacing anti-social behaviour and preventing outdoor socialising.

Environment O&S Committee 2019/21

Chair: Cllr Carole Cockburn

Vice Chair: Cllr Martin D'Arcy

The Council's declaration of a Climate Emergency in September 2019 led to a significant amount of policy development in related areas. These were scrutinised by the Committee, which also took a lead in highlighting the importance of other environmental issues affecting the Borough such as air quality and biodiversity.

Selected items considered by the Committee included:

Item	Date	Details
An Overview of Article 4 Direction	Sep 19	The Committee examined proposals to restrict permitted development rights at Beacon Hill and in Cranleigh, Haslemere, Farnham and Godalming Town Councils. The Committee supported the rationale for the Direction but asked for clarification on the scope of permitted development rights.
Air Quality Status	Sep 19	The Committee was briefed on the reissued air quality data for the borough and the steps being taken to improve it. The committee welcomed the report and approved the proposed membership of the Waverley Air Quality Steering Group and Farnham Air Quality Working Group.
Public Space Protection Orders	Sep 19	The Committee welcomed the proposal for the introduction of a Public Space Protection Order in relation to dog controls.
Domiciliary Care Food Provision	Nov 19	This item explored the Environmental Health Team's contribution to the maintenance of food hygiene standards by care homes and similar organisations.

(Food Hygiene Checks)		
Electric Vehicles Strategy	Nov 19, Mar 21	The Committee considered the strategy to ensure there was adequate provision of electric vehicle charging infrastructure as part of the Council's commitment to reducing emissions in the Borough. The Committee raised issues including the cost to consumers, the aesthetics of chargers and their impact on the wider grid infrastructure.
Strategic Car Parking Review	Nov 19	The Committee scrutinised progress towards a review of off-street parking within the Borough. Members asked officers to ensure this report dovetailed with the Electric Vehicles Strategy.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	Having reviewed this report, the Committee reflected that it was probable that the Council was not highlighting its policies enough and that pre-apps were important to the process so that officers and members understood the issues involved before the application hearing.
Update on Progress of Local Plan Part 2	Jun 20	The Committee discussed how the outstanding Neighbourhood Plans could be developed and brought to fruition in order to drive LPP2. Whilst referendums were at that time delayed until 6th May 2021, it was hoped these might be able to happen sooner if government guidance was updated.
Climate Change Strategy and Action Plan	Jun 20 Sep 20	Following the declaration of Climate Emergency by Full Council on 18 September 2019, a draft strategy and action plan were endorsed by the Executive on 3 March 2020 and the documents were made available for public comment. The Committee received an update on the Action Plan in June and expressed concern that there had been no consultation with the Committee before the public consultation commenced. In September the Committee received a further updated Plan and whilst welcoming the progress made with the Action Plan, repeated their concern regarding the need for more structure and measurable targets.
Household Recycling Centre Issues and Proposals	Jun 20	The Committee supported the recommendations set out in the report to remove banks for co-mingled recycling at bring sites as soon as possible to avoid any ongoing additional payments to Biffa and to remove banks for textiles and WEEE (waste electrical and electronic equipment) shortly following the introduction of the kerbside textiles and WEEE collections.
Pesticides Policy	Jun 20	The Committee welcomed recommendations to phase out the use of pesticides by the Council and the deployment of alternatives. The Committee asked that the Towns and Parishes were fully consulted on the document as it was important for there to be a full 'buy-in' from all partners.
Local Plan Part 2 - Site Allocations and Development	Sep 20	The Committee commended the Pre-Submission version of Local Plan Part 2. However, they also made a substantial number of comments and observations on a wide range of issues and asked the Executive to consider these.

Management Policies		
Carbon Neutrality Action Plan	Nov 20	The Committee noted the action plan and asked for their comments on how the consultation was reported and on specific technologies to be considered.
COVID-19 Impact on Air Quality	Mar 21	Following a request by the Committee, it was provided with information on how levels of nitrogen dioxide had altered during 2020 in light of lockdowns. The Committee asked officers to look into co-ordination on air quality initiative with the County Council and Town Council.
Bin Provision and Funding Policy	Mar 21	The Committee endorsed the proposal that residents should be charged for replacement waste containers.
Electric Vehicle Strategy	Mar 21	The Committee made a range of comments on the proposed Strategy, in particular asking the Executive to consider how the need for electric vehicles to be charged would interact with the provision of parking spaces for vehicles more generally.

Housing O&S Committee 2019/21

Chair: Cllr Richard Seaborne

Vice-chair: Cllr Peter Marriott

From the beginning of the new cycle the Housing O&S Committee members expressed interest in understanding more about how Waverley works with vulnerable residents in housing need, particularly those with serious mental health conditions. Transform Housing & Support is a local charity with whom Waverley works very closely in order to house some of Waverley's most vulnerable residents. Representatives from Transform Housing & Support were invited to present to committee members immediately before the Committee meeting 20 November 2019 and delivered an informative and educational session which developed members' understanding of the topic. Involvement of external partners is important to the community leadership role of O&S as it broadens understanding of the issues facing residents and the context in which the Council operates.

2019/20 was the first budget year after the imposed 5-year freeze on social rents was lifted. At its January 2020 meeting the committee scrutinised the budget proposals and the Housing Revenue Account (HRA) Business Plan that would later go onto Executive and Council for approval. Given the complex nature of budget setting and the newness of most committee members, officers held an information session directly before the committee meeting to clarify any technical questions to enable debate at the committee meeting to be focused on policy and budgetary decisions. The committee scrutinised the proposed HRA budget and Business Plan and benefitted, as it did very meeting, from the attendance and input of Tenants' Panel members.

In January 2021, the Committee reviewed and endorsed the Housing Revenue Account budget proposals for the 2021/22 financial year.

In March 2021, the Committee received an in-depth presentation on the Asset Management Strategy from the Asset Management Manager. The Committee considered this to be a matter of great strategic significance and in light of this asked for and received a standing update on the delivery of the strategy.

As a result, the Committee now receives three standing updates on:

- Housing development
- Repairs and maintenance
- Asset management

As a development of its routine monitoring of Corporate Performance, the Committee asked for more detailed information on how the Housing Service responded to, and learned lessons from, complaints. A report on this topic was considered in June 2021.

Other items considered by the Committee, not discussed elsewhere in this report included:

Item	Date	Details
Waverley Housing Strategy 2018-23: Year 1 Achievements	Sep 19	The Committee were briefed on the progress against targets after one year of implementing the Strategy.
Homelessness updates	Sep 19 Jul, Sept and Nov 20	<p>The Committee asked for regular updates on the progress of the homelessness situation in the Borough and the implementation of the Council’s Action Plan in this regard, especially in light of the “Everyone In” declaration by central Government in March 2020 due to the Covid-19 situation.</p> <p>9/19: The Committee noted the update and congratulated the officers on their success in implementing their strategy.</p> <p>7/20: The Committee felt that homelessness was an ongoing issue that may have lasting effects for quite a while so requested updates at the next two meetings in September and November.</p> <p>The Committee recommended that requests by the Housing Team for any resources needed to keep on top of the homelessness situation to be given serious consideration.</p> <p>9/20: The Committee resolved to escalate concerns about resource capacity to house more homeless people over the winter period were the Covid situation to deteriorate further.</p> <p>11/20: The Chairman asked the Executive to encourage the Council’s Planning team to support modular homes schemes so that there was no delay in being able to provide extra emergency accommodation.</p>
Housing Revenue Account Budget	Jan 20	Endorsed the recommendations but requested a rewording to clarify the degree of delegation to borrow additional sums being proposed.

Review of Asbestos Management Audit	Jan 20	The Committee received a report outlining the Council's Asbestos Internal Audit and the progress achieved to date. The Committee sought clarification on several points and then noted the report.
Housing Elements of Draft Climate Emergency Action Plan	Mar 20	The Committee thanked Officers for the work on developing the Climate Change action plan for Housing. The outcome of this Action Plan informed the Committee's Working Group on Housing Design Standards undertaken in the following municipal year.
Corporate Performance Report Q4 2019/20	Jul 20	The Committee endorsed the request from the Housing Team for budget spend to understand what is needed to bring Waverley's homes up to a satisfactory level in relation to Carbon efficiency.
Waverley Housing Strategy 2019-20 Update	Sep 20	The Committee noted the contents of the report, and that a new Housing Strategy was being drafted to which the Committee would have the opportunity to contribute at an early stage
Anti-social behaviour policy	Nov 20	The Committee recommended changes to clarify the scope of the policy and add an additional section on the role of councillors.
Tenant Involvement Strategy	Nov 20	The Strategy provided details on the support available to Waverley's council tenants to become involved in policy decisions affecting them. Terry Daubney, the Tenants Panel Representative on the Committee, agreed to liaise with Cllr Keen regarding Councillors engaging with tenants.
Tenants Panel Updates	Mar 21	<p>The Chairman of the Tenants' Panel, Terry Daubney, reported on the Panel's actions and achievements during 2020/21 and shared their future plans for 2021/22.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> highlight the committee's concerns regarding the isolation of elderly people to the Community and Wellbeing Overview and Scrutiny Committee. endorse Mr Daubney's comments. request the Chairman of the Tenants' Panel report back to the committee again at its November 2021 meeting.

Value for Money & Customer Service O&S Committee 2019/21

Chair: Cllr Julia Potts (June – September 2019), Cllr Peter Martin (Sept 2019 – date)

Vice Chair: Cllr Joan Heagin

The Committee has now assumed sole responsibility for scrutinising the General Fund Budget 2021/22 and Medium-Term Financial Plan 2021/22 - 2024/25. On both occasions it endorsed the proposed recommendations from the Executive to Council. The Committee also tasked a Budget Working Group calling on experience from all four committees [see above]. The impact of Covid-19 had significant implications for the Council's budget and the Committee considered in-year variations in relation to this.

The Committee had recurring items to scrutinise on the Council’s Business Transformation programme and its Property Investment programme. It also conducted its annual reviews of complaints.

The period of this report also saw the first call-in to this Committee. At a special meeting in September 2020, the Committee considered the options appraisal legal fees relating to the site of the Broad Water Park Golf Course. It resolved not to refer the matter back to the Executive.

Other items considered by the Committee not discussed elsewhere in this report included:

Item	Date	Details
Draft Commercial Strategy	Sep 19	<p>The Committee considered the draft Commercial Strategy which aimed to identify and undertake appropriate activities for financial gain to generate funding for the better provision of the local services and facilities for residents.</p> <p>The Committee agreed that the draft strategy was a good starting point, which could be improved by drawing out the key projects most likely to bring the largest income, as well as looking at more creative angles to expand the existing customer base. The Committee therefore agreed to request that a more developed draft of the strategy be brought to its next meeting in November.</p>
Income Generation Projects Update	Sep 19	Having reviewed the draft Commercial Strategy, the Committee agreed that an update on income generation items should include a standing item on the Committee’s future agendas.
Customer Services Project Update	Sep 19	The Committee asked for a review of the validity of the data that had been collected and an assessment of the implications of the timing of the data collection exercise and of decreasing staff buy-in to determine whether this affected the reliability of the data.
Scoping of Cost Implications of Planning Appeals	Nov 19	Subject to certain comments, the Committee endorsed the proposed structure and content of the report.
Staff Survey Results	Nov 19	The Committee received a presentation from the Head of Policy and Governance on the results of the 2019 staff survey, with specific focus on staff morale and the link to staff sickness. This followed on from the red sickness indicator (HR2) highlighted in the Quarter 1 Performance Report.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	This report had been prepared in response to Councillor interest in the cost implications of both planning appeals and judicial reviews relating to planning matters. In response, committee members requested that accessibility issues with the new online planning system be investigated.
Capital Strategy 2020/2021	Jan 20	The Committee broadly accepted the Corporate Strategy but expressed concerns over the move to investment in residential property.
Contingency Revised Budget 2020/21	Jul 20	The Committee received a report on the alterations made to the Council’s budget in response to the fiscal impact of Covid-19 and the first lockdown. The Committee forwarded comments to the

		Executive on topics including: <ul style="list-style-type: none"> • Lobbying the Government for more support • The presentation of revenue cost savings to prevent the appearance of double-counting
ICT Strategy	Jan 21	The Committee scrutinised the Strategy setting out the vision for the Council's ICT service for the next three years.

Overview and Scrutiny governance

On 20th April 2021, Full Council made the following resolution:

- *“agrees to the principle of moving to a governance structure whereby Waverley Borough Council no longer operates four overview and scrutiny committees but instead operates two overview and scrutiny committees, ‘corporate’ and ‘community’, and a new Housing Landlord Services Board whilst retaining the existing constitutional ability to establish informal OS working groups (as set out in section 4.2); and*
- *“asks the Standards Committee to develop and recommend to Full Council for adoption the necessary proposed constitutional amendments to achieve this change, including terms of reference for the new committees.”*

The Council's Standards Committee will develop details of proposals for the transition. A report containing observations and recommendations from the Overview and Scrutiny Coordinating Board will be submitted to the Standards Committee alongside officer reports.

Officer contact

Name: Mark Mills
Position: Policy officer (scrutiny)
Telephone: 0148 352 3078
Email: mark.mills@waverley.gov.uk